



COUNTY OF LOS ANGELES

DEPARTMENT OF HUMAN RESOURCES

HEADQUARTERS
579 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-2406 FAX (213) 621-0387

BRANCH OFFICE
3333 WILSHIRE BOULEVARD • LOS ANGELES, CALIFORNIA 90010
(213) 738-2222 FAX (213) 637-0820

LISA M. GARRETT

ACTING DIRECTOR OF PERSONNEL

April 27, 2009

To: Each Supervisor

From: Lisa M. Garrett
Acting Director of Personnel

Subject: **LA COUNTY STARS! – JUNE 2009**
(SPECIAL TALENTS FOR ACHIEVING REMARKABLE SERVICE)

LA COUNTY STARS! serves to recognize employee performance reflective of the County mission statement and values. Under **LA COUNTY STARS!**, Board staff, management and non-management employees, individuals, and teams may be recognized. Board Chiefs of Staff, Deputy Chief Executive Officers, Department Heads, and Chief Deputies are not eligible to be nominated.

Consistent with the County mission statement and values, your office may submit only one nomination (individual or team) per month. These nominations should reflect the positive image of County employees and provide an excellent opportunity for enhancing staff morale. Please note that the number of awards given each month will depend upon the number of nominees who meet the threshold criteria based upon the points awarded for each entry (18 out of 20 points required for consideration).

Your office's nomination is requested by May 6, 2009. Please submit the appropriate three-page nomination form for your nominee/team from one of the following three strategies from Goal 1: Operational Effectiveness (attached is the new Strategic Plan Goal adopted by the Board of Supervisors last month):

- Strategy 1: Fiscal Sustainability
- Strategy 2: Service Excellence and Organizational Effectiveness
- Strategy 4: Workforce Excellence

For the month of June 2009, the **LA COUNTY STARS!** Strategic category award ceremonies will take place as follows:

June 2	Service Excellence and Organizational Effectiveness
June 2	Workforce Excellence
June 16	Fiscal Sustainability

Each Supervisor
April 27, 2009
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Your nomination for **only one** of the above categories should be sent to Ann Gomez, Program Coordinator, at 3333 Wilshire Boulevard, Suite 1000, Los Angeles, CA 90010. These forms are available via an e-mail request to lacountystars@hr.lacounty.gov or you may download them from the **LA COUNTY STARS!** Web site, <http://stars.lacounty.gov>. **The Department of Human Resources (DHR) will become the sole proprietor of all nominations; consequently, we are unable to provide or produce copies for departmental use.** The nomination forms, along with the selection criteria and suggestions for documentation and two sample nominations, are attached for your use.

Please note that the total score for your office's entry will be based upon the points assigned to the required nomination form criteria and the shared values checklist. Following the selection and notification of **LA COUNTY STARS!**, the Board of Supervisors will recognize the individual(s)/team(s) on the Board meeting dates as noted above. If you have any questions, please call me at (213) 974-2406 or Sandra Wallace Blaydow of my staff at (213) 351-8945.

Thank you.

LMG:STS
SWB:lh

Attachments



Employee/Team Nomination (Monthly)
LA COUNTY STARS! (Special Talents for Achieving Remarkable Service)
Service Excellence and Organizational Effectiveness

Employee/Team Name (use space provided below to enter Team Members' information):

Payroll Title	Years in County Service:
Department Name	Division of Department
Work Address (for teams, please attach a separate sheet):	
Work Telephone Number:	Work E-mail Address
Please provide the name of a staff person who may be contacted if DHR staff have questions about the details of this nomination:	Name:
	Phone Number:

This nomination is submitted by the following departmental administrators:

Signature of Nominator:	Date:
Name, Title, Mailing Address of Nominator:	Phone Number:
	Fax Number:
Department Head's Signature:	Date:

Team Member(s) Information

Name	Title	Department /Division	Years of Service	Telephone	E-mail
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Please use Arial font; no less than 11 pitch for all entries

Service Excellence and Organizational Effectiveness: Providing the public with easy access to quality information and services that are both beneficial and responsive.

1. Describe how the nominee improved the quality or delivery of a service product and demonstrated the ability to analyze, assess and improve the effectiveness of the organization. *Internal Use Only*

2. Describe how the nominee responded to customer requirements in an exemplary, timely, and courteous manner to streamline and improve administrative operations and processes to make the organization more efficient.

3. Describe how the nominee streamlined and improved administrative operations and processes to increase effectiveness, enhance customer service, and support responsiveness to County operations. Describe how the nominee evaluated the organizational structure to achieve operational efficiencies and improve County service delivery, including restructuring or consolidating existing County departments, functions, or commissions, and partnerships with external agencies.

Initial

Dept No.

How well did the nominee reflect the County of Los Angeles' Shared Values in accomplishing their results? **Please note:** It is important to provide specific examples of shared values as they are a critical component of the rating. A numerical score will be assigned to each shared value and will be carefully considered in compiling the candidate's overall score.

Accountability – accepts responsibility for the decisions made and the actions taken.

Internal Use Only

Can-Do Attitude – approaches each challenge believing that, together, a solution can be achieved.

Compassion – treats those we serve and each other in a kind and caring manner.

Customer Orientation – places the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.

Integrity – acts consistent with our values and the highest ethical standards.

Leadership – engages, motivates and inspires others to collaboratively achieve common goals through example, vision and commitment.

Professionalism – performs to a high standard of excellence, and takes pride in our employees and invests in their job satisfaction and development.

Respect for Diversity – values the uniqueness of every individual and their perspective.

Responsiveness – takes the action needed in a timely manner.

BONUS: Describe how the nominee employed **collaboration** in their achieving results.

Initial

Dept No.



Employee/Team Nomination (Monthly)
LA COUNTY STARS! (Special Talents for Achieving Remarkable Service)
Workforce Excellence

Employee/Team Name (use space provided below to enter Team Members' information):

Payroll Title	Years in County Service:
Department Name	Division of Department
Work Address (for teams, please attach a separate sheet):	
Work Telephone Number:	Work E-mail Address
Please provide the name of a staff person who may be contacted if DHR staff have questions about the details of this nomination:	Name:
	Phone Number:

This nomination is submitted by the following departmental administrators:

Signature of Nominator:	Date:
Name, Title, Mailing Address of Nominator:	Phone Number:
	Fax Number:
Department Head's Signature:	Date:

Team Member(s) Information

Name	Title	Department /Division	Years of Service	Telephone	E-mail
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Please use Arial font; no less than 11 pitch for all entries

Employee /Team Name(s): _____

Workforce Excellence: Enhancing the quality and productivity of the County workforce.

1. Describe how the nominee implemented human capital management best practices (e.g., succession planning, professional development, employee surveys). *Internal Use Only*
- _____

2. Describe how the nominee enhanced the recruitment, development, and retention and well-being of qualified County employees.
- _____

3. Describe or list any training or skill development used by the nominee in creating program(s) to enhance the quality and productivity of the County workforce.
- _____

Initial

Dept No.

How well did the nominee reflect the County of Los Angeles' Shared Values in accomplishing their results? **Please note:** It is important to provide specific examples of shared values as they are a critical component of the rating. A numerical score will be assigned to each shared value and will be carefully considered in compiling the candidate's overall score.

Accountability – accepts responsibility for the decisions made and the actions taken.

Internal Use Only

Can-Do Attitude – approaches each challenge believing that, together, a solution can be achieved.

Compassion – treats those we serve and each other in a kind and caring manner.

Customer Orientation – places the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.

Integrity – acts consistent with our values and the highest ethical standards.

Leadership – engages, motivates and inspires others to collaboratively achieve common goals through example, vision and commitment.

Professionalism – performs to a high standard of excellence, and takes pride in our employees and invests in their job satisfaction and development.

Respect for Diversity – values the uniqueness of every individual and their perspective.

Responsiveness – takes the action needed in a timely manner.

MISSION: Describe how the nominee employed **collaboration** in their achieving results.

Initial

Dept No.



Employee/Team Nomination (Monthly)
LA COUNTY STARS! (Special Talents for Achieving Remarkable Service)
Fiscal Sustainability

Employee/Team Name (use space provided below to enter Team Members' information):

Payroll Title	Years in County Service:
Department Name	Division of Department
Work Address (for teams, please attach a separate sheet):	
Work Telephone Number:	Work E-mail Address:
Please provide the name of a staff person who may be contacted if DHR staff have questions about the details of this nomination:	Name: Phone Number:

This nomination is submitted by the following departmental administrators:

Signature of Nominator:	Date:
Name, Title, Mailing Address of Nominator:	Phone Number: Fax Number:
Department Head's Signature:	Date:

Team Member(s) Information

Name	Title	Department /Division	Years of Service	Telephone	E-mail
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

Please use Arial font; no less than 11 pitch for all entries

1. Describe how the nominee promoted sound, prudent, and transparent short-and long-range fiscal policies and practices.

2. Describe how the nominee helped ensure maintenance of critical, high priority County public services despite cyclical economic conditions.

3. Describe how the nominee implemented performance-based management and decision-making skills based on *Performance Counts!* data.

How well did the nominee reflect the County of Los Angeles' Shared Values in accomplishing their results? **Please note:** It is important to provide specific examples of shared values as they are a critical component of the rating. A numerical score will be assigned to each shared value and will be carefully considered in compiling the candidate's overall score.

Accountability – accepts responsibility for the decisions made and the actions taken.

Internal Use Only

Can-Do Attitude – approaches each challenge believing that, together, a solution can be achieved.

Compassion – treats those we serve and each other in a kind and caring manner.

Customer Orientation – places the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.

Integrity – acts consistent with our values and the highest ethical standards.

Leadership – engages, motivates and inspires others to collaboratively achieve common goals through example, vision and commitment.

Professionalism – performs to a high standard of excellence, and takes pride in our employees and invests in their job satisfaction and development.

Respect for Diversity – values the uniqueness of every individual and their perspective.

Responsiveness – takes the action needed in a timely manner.

BONUS: Describe how the nominee employed **collaboration** in their achieving results.

Initial

Dept No.

COUNTY OF LOS ANGELES

Strategic Plan



◆ County Mission ◆

To enrich lives through effective and caring service

◆ County Values ◆

Our philosophy of **teamwork** and **collaboration** is anchored in our shared values:

- **Accountability** – we accept responsibility for the decisions we make and the actions we take.
- **Can-Do Attitude** – we approach each challenge believing that, together, a solution can be achieved.
- **Compassion** – we treat those we serve and each other in a kind and caring manner.
- **Customer Orientation** – we place the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.
- **Integrity** – we act consistent with our values and the highest ethical standards.
- **Leadership** – We engage, motivate and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Professionalism** – we perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.
- **Respect for Diversity** – we value the uniqueness of every individual and their perspective.
- **Responsiveness** – we take the action needed in a timely manner.

◆ Strategic Plan Goals ◆

1. **Operational Effectiveness:** *Maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.*
2. **Children, Family and Adult Well-Being:** *Enrich lives through integrated, cost-effective and client-centered supportive services.*
3. **Community and Municipal Services:** *Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.*
4. **Health and Mental Health:** *Improve health and mental health outcomes and efficient use of scarce resources, by promoting proven service models and prevention principles that are population-based, client-centered and family-focused.*
5. **Public Safety:** *Ensure that the committed efforts of the public safety partners continue to maintain and improve the safety and security of the people of Los Angeles County.*

COUNTY OF LOS ANGELES STRATEGIC PLAN

Plan Structure

The County of Los Angeles Strategic Plan consists of the following components, beginning with the broadest and most long-term elements to the most specific, short-range and tactical activities:

Mission Statement: An overarching, timeless expression of the County's purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it.

Values: Shared attributes and behaviors that inform and guide our actions in delivering services.

Goals (and Goal Statement): Goals identify the major service or programmatic areas where the County will focus its strategic efforts. Goal Statements are broad, long-range "visions" for a significant area of the County's operations. It defines what the County must accomplish to achieve its mission. Implementation will require collaboration within and across programmatic clusters for achievement.

Strategies: Strategies, outline at a high level how the Goal will be accomplished. Strategies should represent the major direction that the County will undertake to achieve the Goal. Strategies are seen as having a five-year, or more, time horizon.

*The preceding components **require approval by the Board of Supervisors**, including any updates or revisions. As the components below are more business/implementation/action plans and may need to be revised on a more frequent, tactical basis based upon experience or changed circumstances, they are provided for information purposes. Specific enabling actions may require Board action and will be brought forward at the appropriate time of implementation.*

Objectives: Objectives are specific steps, or action plans, on how to accomplish Strategies and include specific timeframes. Objectives are reviewed regularly and updated annually.

Individual Departmental Strategic Plans: Strategic plans at the departmental level detail that specific department's role and activities in support of the County Strategic Plan Goals, Strategies and Objectives. Departmental strategic plans may also include department-specific goals and priorities that are not specifically addressed within the major goals of the County Strategic Plan.

2009
COUNTY OF LOS ANGELES STRATEGIC PLAN
Goals, Strategies and Objectives

GOAL 1: OPERATIONAL EFFECTIVENESS:

Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

Strategy 1: **Fiscal Sustainability:** Promote sound, prudent, and transparent short- and long-range fiscal policies and practices that help ensure maintenance of critical, high priority County public services despite cyclical economic conditions.

Objective 1: By March 31, 2009, propose for Board adoption a policy, mechanism and criteria for allocating available funding to a reserve, which would then be used to mitigate service curtailments during economic downturns.

Lead Department: Chief Executive Office

Objective 2: By June 30, 2009, review current Board-adopted Budget Policies and Priorities and recommend revisions as necessary to respond to current economic climate and challenges, including potential formalization of a long-range fiscal forecast policy.

Lead Department: Chief Executive Office

Objective 3: By June 30, 2009, review current budget monitoring and status reporting and recommend to the Board for approval any necessary revisions to ensure that both countywide and departmental budget status and performance are closely and thoroughly monitored and that the Board is provided budget status information and forecasts on a regular basis.

Lead Department: Chief Executive Office

Strategy 2: **Service Excellence and Organizational Effectiveness:**
a. **Streamline and improve administrative operations and processes (e.g., human resources/classification/compensation, contracting, procurement, and capital projects/space management) to increase effectiveness, enhance customer service, and support responsive County operations. Employ benchmarking to help develop targets.**

Objective 1: By June 30, 2009, complete contracting classifications study to professionalize series.

Lead Department: Chief Executive Office

Objective 2: By June 30, 2009, identify improvements to address human resources and procurement deficiencies at the Department of Health Services, particularly King Multi-Service Ambulatory Care Center.

Lead Department: Chief Executive Office

Participants: Human Resources and Internal Services

Objective 3: By June 30, 2009, develop a reporting structure to demonstrate departments' status of evaluating and tracking departments' implementation of Corrective Action Plan steps.

Lead Department: Chief Executive Office

Objective 4: By June 30, 2009, establish a countywide program to screen vendors/contractors to ensure they are current with their secured and unsecured tax liabilities before doing business with the County.

Lead Department: Treasurer and Tax Collector

Objective 5: By June 30, 2009, implement eCAPS Materials Management Module for the following departments: Children and Family Services, Fire and Sheriff. This objective enhances the Internal Services Department's and other County departments' capability to monitor purchases and acquisition activities from requisition to payment.

Lead Department: Internal Services

Objective 6: By June 30, 2009 develop and implement a plan to enhance capital projects management by 1) strengthening communication and coordination between the Chief Executive Office and other County departments, and 2) streamlining processes and procedures to expedite projects.

Lead Department: Chief Executive Office

Objective 7: By June 30, 2009, implement a pilot to automate the agenda process for the Board of Supervisors' Meetings to reduce the amount of paper and countywide staff time necessary to submit Board letters.

Lead Department: Executive Office of the Board

- b. Evaluate organizational structure to achieve operational efficiencies and improve County service delivery, including restructuring or consolidating existing County departments, functions, or commissions, and partnerships with external agencies.**

Objective 1: By June 30, 2009, expand the following shared services operations:

- Fiscal operation of small and medium-sized departments; and
- Departmental employment discrimination investigations, case management compliance reporting procedures, and development and implementation of an Employment Discrimination Investigations Training Program.

Lead Department: Auditor-Controller and Office of Affirmative Action Compliance

Objective 2: By April 30, 2009, implement Multi-County e-Recording system.

Lead Department: Registrar-Recorder/County Clerk

Objective 3: By June 30, 2009, implement procedures with building permit issuing agencies for acquisition of required scale copies of floor plans and exterior dimensions of buildings when approved set of building plans are filed. This information will improve the appraisers' ability to complete new construction appraisals.

Lead Department: Assessor

Strategy 3: Environmentally Responsible Practices: Implement environmentally-responsible practices in County operations to reduce County's "Carbon Footprint" and promote environmental stewardship, including actions to meet the County goal of a 20 percent reduction in energy and water usage in facilities by 2015.

Objective 1: By December 31, 2009, implement energy efficiency projects with an emphasis on Department of Health Services and Sheriff facilities.

Lead Department: Internal Services

Objective 2: By March 31, 2009, evaluate feasibility of expanding alternative work schedules and provide recommendations.

Lead Department: Chief Executive Office

Objective 3: By March 31, 2009, working with County departments, achieve the Board's mandated 10 percent water conservation goal for internal County operations.

Lead Department: Internal Services

Objective 4: By June 30, 2009 develop a plan for expanded acquisition of alternate fuel vehicles.

Lead Department: Internal Services

Strategy 4: Workforce Excellence: Implement human capital management best practices (e.g., succession planning, professional development, employee surveys) to enhance the recruitment, development, and retention and well-being of qualified County employees.

Objective 1: By December 31, 2009, complete County central human resources system assessment in the following areas:

- Recruitment and Examinations;
- Organizational Development;
- Executive Recruitment/MAPP;
- Classification/Compensation;
- Organizational Placement of HR functions; and
- Human Resources Shared Services for small/medium departments.

Lead Department: Chief Executive Office

Participants: Human Resources

Objective 2: By June 30, 2009, implement a countywide Talent Management Program.

Lead Department: Human Resources

Participants: Chief Information Office

Objective 3: By September 30, 2009 develop and implement plan to expand Learning Academy programs.

Lead Department: Human Resources

Objective 4: By June 30, 2009, develop and implement a Countywide Long-Term Leaves Management Program.

Lead Department: Human Resources

Participants: Chief Executive Office

Objective 5: By September 30, 2009, delegate limited authority to departments to allocate entry level new positions based on Chief Executive Office guidelines to be developed.

Lead Department: Chief Executive Office

Objective 6: By June 30, 2009, implement e-learning mandated training on Cultural Diversity and Sexual Harassment Prevention for Commissioners and County employees, as well as explore opportunities to work with other jurisdictions for cost saving opportunities.

Lead Department: Office of Affirmative Action Compliance

Objective 7: By June 30, 2009, develop a Countywide Temporary Services Contract for use by all County departments that have a need for temporary staff services.

Lead Department: Registrar-Recorder/County Counsel

Strategy 5: Information Technology: Promote, share and coordinate information technology services, which are cost-effective, reliable, accessible, and secure, to achieve operational improvements and County business goals.

Objective 1: By June 30, 2009, develop a County strategy and direction for the implementation of Enterprise Content Management software for the capture, storage, preservation, and retrieval of electronic document and content.

Lead Department: Chief Information Office

Objective 2: By December 30, 2008, implement new County portal infrastructure and re-design.

Lead Department: Chief Information Office

Objective 3: By February 28, 2009, upgrade existing County WiFi networks as well as provide enterprise WiFi services to the following County departments:

- Department of Community and Senior Services, and
- Criminal Justice Information System/Courts.

Lead Department: Internal Services

Objective 4: By June 30, 2009, expand e-Government technology by completing the following projects:

- e-TAX – Los Angeles County Integrated Property Tax System – By June 30, 2009, procure consultant to define County requirements and develop an implementation plan to replace existing disparate legacy systems with an integrated property tax system that incorporates all tax rolls within a common database to provide faster, improved and more reliable access to County property tax data.
- In collaboration with Parks and Recreation, Internal Services and Beaches and Harbors, implement Los Angeles County Activity and Recreation Reservation System, an on-line reservation system, which allow the public to reserve, register and pay for the County's facilities and programs.

Lead Department: Chief Information Office

Participants: Auditor-Controller, Treasurer and Tax Collector, Executive Officer of the Board, Chief Information Office, Internal Services

Objective 5: By June 30, 2009, establish an Enterprise Geographic Information Systems Program and Center of Excellence at Internal Services responsible for improving countywide access to geospatial tools and technologies.

Lead Department: Internal Services

Participants: Chief Information Office

Objective 6: By June 30, 2009, assess, plan, design and implement the Internal Services-hosted teleconference line of business to improve remote business communications and collaboration, and leverage new and emerging conferencing applications and tools.

Lead Department: Internal Services

Objective 7: By March 31, 2009, draft a plan to replace and/or enhance the Assessor's secured assessment system.

Lead Department: Assessor

Strategy 6: Disaster Training and Emergency Preparedness/Response: Under the leadership of the County's Emergency Management Council and the Public Safety Cluster, ensure that the readiness, responsiveness and recovery of departments/operations within the Operations Cluster are addressed in the County's disaster training and emergency preparedness and response efforts.

Objective 1: By June 30, 2009, improve the continuity of critical countywide information technology services in the case of a disaster by completing the disaster recovery capability for the zLinux environment and the Windows Exchange environment, the IBM Mainframe z/OS environment, the IBM AIX environment, the HP-UX environment and the most critical Windows servers, and complete updates to the ISD Disaster Recovery Plan.

Lead Department: Internal Services

Objective 2: By June 30, 2009, update and test each department's Business Continuity Plan for essential functions, including:

- Establishing and documenting milestones and measurable outcomes, and
- Establishing a second banking code capability in eCAPS as a business continuity plan solution.

Lead Department: All Operations Cluster Departments

Objective 3: By April 30, 2009, in collaboration with Sheriff and Chief Executive Office/Office of Emergency Management, acquire and implement Countywide Mass Notification System that will allow for notification to County residents and businesses, utilizing the 911 database, in the event of regional disasters or localized incidents.

Lead Department: Chief Information Office